



WHATEVER IT TAKES

Action Plan

*U.S. Department of Energy
Office of Human Resources*

May 1998

Table of Contents

	Page
Introductory Message	2
HR-3 Business Philosophy	3
HR-3 Program Commitments	5
HR-3 Customer Service Standards	12
Commitment Linkages	14

Message from Tim Dirks

In creating and publishing this Action Plan the employees of the Office of Human Resources (HR-3) are continuing the commitment to excellence in serving our customers and improving human resources programs at the Department of Energy (DOE). The integration of our Business Philosophy, Program Commitments and Customer Service Standards in one document provides a road map for us to follow as well as a description of the programs and services we have committed to deliver. Also included in the Plan are the metrics that will be used to measure our success in delivering on our commitments. In these times of constant change, this Action Plan will help us better manage programs and services to our customers during a period of diminishing human and financial resources.

This Action Plan engages each and every employee in the Office of Human Resources and specifies what is important to us as an organization. The Plan also underscores our Motto to do “Whatever It Takes” to provide quality service to our customers and support the mission, core values, and program priorities of the Department of Energy.

I encourage our employees and customers to work in partnership to implement the goals and commitments in the plan and to focus on continual improvement to human resources programs and services in the months ahead.

Timothy M. Dirks
Deputy Assistant Secretary for
Human Resources

HUMAN RESOURCES BUSINESS PHILOSOPHY

I. MISSION

The Office of Human Resources works as a strategic partner within the Department of Energy community and we develop, implement, and support the human resources programs and priorities necessary to accomplish the missions of the Department.

II. VISION

We are an active strategic partner that collaborates with our customers to successfully meet current and future business challenges. We provide essential advice and develop innovative human resources programs and services which effectively address the continuing and dramatic changes facing all aspects of workforce management at the Department of Energy.

III. CORE VALUES

We live by the Department's core values, as well as those which are unique to our Human Resources mission and culture:

- * We are customer-oriented.
- * We value public safety and respect the environment.
- * We believe people are our most important resource.
- * We value creativity and innovation.
- * We are committed to excellence.
- * We work as a team and advocate teamwork.
- * We recognize that leadership, empowerment, and accountability are essential.
- * We pursue the highest standards of ethical behavior.
- * We are committed to open, honest, and timely communication.
- * We recognize employees for accomplishments, expertise, and risk-taking which leads to improved customer service and human resources programs.
- * We celebrate our successes with enthusiasm, pride and imagination.

IV. PHILOSOPHY

We devote our energies and resources to cultivating an environment and organizational capability which turns strategy into action, manages processes intelligently and efficiently, and maximizes employee contribution and commitment. We recognize that our success will be measured by our ability to:

- * Anticipate, understand and meet customer needs (CUSTOMER SERVICE).
- * Effectively reinvent how we utilize resources and deliver workplace value (REINVENTION).
- * Achieve Departmental organizational effectiveness, high performance and success (BUSINESS SUCCESS).
- * Perform as individuals who are ready, willing and able to contribute at the highest professional level (EMPLOYEE DEVELOPMENT, RESPONSIBILITY AND RECOGNITION).

CUSTOMER SERVICE

- * We are a customer-focused organization that delivers timely, high quality, value-added products and services.
- * We continuously examine, streamline and improve internal processes in partnership with our customers and stakeholders.
- * We provide the support, advice and expertise to managers and employees to enable them to effectively fulfill their responsibilities.

REINVENTION

- * We eliminate unnecessary organizational levels, functions, and processes and deliver administrative efficiency through automation and other means.
- * We fully and flexibly utilize and assign staff and other resources consistent with organizational needs and shifting/emerging priorities.
- * We are creative in identifying new ways of partnering with customers to effectively reinvent how we utilize resources and do our work.
- * We fully invest and utilize the organization's talented and diverse workforce.

BUSINESS SUCCESS

- * We partner with senior and line managers in strategic execution of the Department's mission.
- * We deliver results that enrich the Department's value to customers, stakeholders, employees, and to the nation.
- * We develop expertise in the way work is organized and executed.
- * We are sensitive to the needs of employees and ensure that their concerns are considered by senior management while at the same time we are working with managers to increase employee commitment to the organization and their ability to deliver
- * We are agents of continuous transformation, shaping processes and a culture that improve the Department's capacity for successful performance.
- * We focus our energies on learning, quality, teamwork, and reinvention to deliver value-added products, services and expertise to our customers.

EMPLOYEE DEVELOPMENT, RESPONSIBILITY AND RECOGNITION

- * We support and encourage all employees to take responsibility for their continual growth and development.
- * We promote teamwork, employee involvement, and cooperation in an environment of open and honest communications.
- * We recognize and reward individuals and teams based on accomplishments and excellence.
- * We expect every employee in the organization to assume personal responsibility for managing his and her work and to be accountable for results.
- * We commit to providing an environment where risk-taking is encouraged and innovation, creativity and flexibility are rewarded.
- * We support and encourage our employees to participate in Family Friendly Programs and Community Service Initiatives.

Office of Human Resources (HR-3) Program Commitments

The following commitments directly support the Department of Energy's September 1997 Strategic Plan, the January 1998 Human Resources and Administration's Strategic Plan, and major programs and customer service priorities of HR-3. Following each Goal are the Strategies and Metrics we will employ to implement these commitments. Organizations with lead responsibility within HR-3 are indicated (e.g., HR-32).

HR CORPORATE GOAL A: We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission

Supportive Program Commitments from the Office of Human Resources:

1. Manage and execute comprehensive training and educational programs to enhance the professional and technical competencies of Departmental employees. (HR-31)

Strategies:

- Manage the implementation of the Technical Qualifications Standards Program (DNFSB Recommendation 93-3) and the Professional Skills Curriculum.
- Reduce Corporate DOE training costs.
- Develop a training Customer Service Representative Program with Headquarters and Field organizations during FY 1998.

Metrics:

- Provide guidance and support for Phase I assessments of Headquarters and Field Office Technical Qualifications Programs; assessments will be completed by October 1998.
- Establish two Training Centers of Excellence in FY 1998 and two in FY 1999.
- Increase Department of Energy participation in established Federal and Regional Training and Development Councils; increase number of existing DOE training catalogs on the universal catalog.
- Achieve reduced training costs as targeted by the Training and Development Management Council.
- Achieve 95% coverage of HQ and Field Offices by the Customer Service Representative Program.

Progress Measured By: Quarterly Action Plan Update Meetings conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

2. Streamline, automate, and reengineer human resources systems, programs and processes (HR-32,HR-35)

Strategies:

- Delegate major personnel authority.
- Reengineer major personnel/training processes.

- Improve employee access to personnel information.
- Evaluate the effectiveness of HR programs.

Metrics:

- Delegate at least one additional major personnel authority to Headquarters organizations by the end of FY 1998.
- Reengineer at least one major personnel/training process by the end of FY 1998, 1999, and 2000 that results in reduction of cycle time, cost, or measurably improves customer satisfaction.
- Implement the Corporate Human Resource Information System by December 1998.
- Develop and implement a new Human Resources Management Accountability Program by the end of FY 1998.

Progress Measured By: Quarterly Action Plan Update Meetings conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

3. Assist Departmental management in improving the diversity of the workforce and quality of work life. (HR-3.3, HR-32, HR-35)

Strategies:

- Increase usage of family friendly programs, including telecommuting and flexiplace, at the Department of Energy Headquarters.
- Partner with community/minority/professional associations to develop a diverse pool of students for the Diversity Student Employment Program.
- Lead the Departmental Welfare-to-Work Initiative.
- Conduct a Family Friendly Forum.
- Provide leadership for retirement changes open season.
- Assist benefits counselors to better meet employee needs.

Metrics:

- Achieve at least a 3% participation rate of HR employees in the Telecommuting and Flexiplace Program during FY 1998 and subsequent years.
- Conduct a Diversity Student Employment Program each year from FY 1998 through FY 2000.
- Hire 20 former welfare recipients by the end of FY 1998 and 55 by the end of FY 2000
- Maintain HR-3 workforce diversity levels at FY 1997 levels or better.
- Conduct benefits training during FY 1998.
- Hold a DOE-wide Family Friendly Forum in FY 1998.

Progress Measured By: Quarterly Action Plan Update Meetings conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

4. Align staffing to Department Strategic Alignment Initiative Goals. (HR-32)

Strategy:

- Reduce staffing to achieve DOE annual Strategic Alignment Initiative targets.

Metrics:

- Meet or exceed staffing target of 10,874 by end of FY 1998.
- Achieve assigned FY 1998 staffing targets for HR-3.

Progress Measured By: Quarterly Action Plan Update Meetings conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

5. Bring DOE and HR to a new level of commitment to volunteer service with emphasis on community service activities targeting our Nation's young people. (HR-3.3)

Strategy:

- Foster participation of employees and contractors in community service activities through planning and implementation of community service initiatives, and celebration of volunteer service.

Metrics:

- Demonstrate measurable progress in FY 1998 in implementing the four Secretarial commitments made at the Presidents' Summit for America's Future.
- Sponsor quarterly Community Service Fairs in FY 1998.
- Establish "Everybody Wins" Program at Headquarters in FY 1998.

Progress Measured By: Quarterly Action Plan Update Meeting conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

HR CORPORATE GOAL B: We will provide best-value products and services to our customers.

Supportive Program Commitments from the Office of Human Resources:

1. Provide timely and effective tools, services, information, and assistance to Departmental organizations and employees in downsizing and workforce restructuring. (HR-32, HR-35)

Strategies:

- Provide policy and operational support to the program offices in reorganizing, downsizing, and redeployment.
- Provide a full and useful range of job information, benefits counseling, outplacement assistance, self-help training, job counseling, mentoring, and other career transition services for employees at DOE Headquarters.
- Provide guidance to support retaining highly qualified employees in critical

technical skills areas.

- Pursue regulatory and legislative restructuring initiatives to better manage the workforce.

Metrics:

- Conduct monthly conference calls with HQ and Field Offices to provide information and address concerns.
- Conduct minimum of 10 specialized workshops and attain a high level of customer satisfaction.
- Issue guidance on retention of Facility Representative technical competence during a reduction-in-force.
- Propose at least three major legislative and regulatory restructuring initiatives.

2. Incorporate and Support HR Strategic Goals in Headquarters and Executive Personnel Services. (HR-35)

Strategies:

- Improve customer service/self-service areas and systems.
- Increase employee mobility through job redesign and professional growth strategies.
- Update the Headquarters Merit Promotion Plan.
- Establish regular dialogue with Payroll to anticipate and establish systems and procedures to provide for more efficient services to customers and quick resolution of potential issues.
- Provide accurate and understandable leave guidance.
- Expand education and information management resources for health management, fitness, wellness, prevention, child care, elder care and advances in medical technology.
- Continue expansion of Employee Assistance Program (EAP) marketing and program delivery.
- Improve partnership with the SES Performance Review Board (PRB).
- Establish an Executive Resources Policy/Advisory Bank.

Metrics:

- Complete reception area, e.g., announcement/forms receptacles by the end of the third quarter FY 1998.
- Update DOECASST Statement to reflect merger and implement HQ Homepage to more effectively and efficiently announce vacancies by the end of FY 1998.
- Conduct study to identify most efficient means to provide frequently used forms electronically for employees to complete directly by end first quarter FY 1999.
- Implement HQ Merit Promotion Plan by end first quarter FY 1999.
- Conduct monthly conference calls with Payroll beginning third quarter FY 1998.
- Prepare draft HQ guide on leave for circulation and comment by end of fourth quarter FY 1998.
- Conduct Forrestal and Germantown Health Fairs in FY 1998.

- Increase number of seminars/workshops on various Employee Assistance Program (EAP) issues within downsizing/restructuring organizations.
- Provide staff support to quarterly meetings of the Performance Review Board assisting them in developing and recommending policy and improvements concerning the Department's SES performance appraisal system.
- Based on internal and external customer needs, assemble and develop a file of executive resources guidance and policy by end of first quarter FY 1999.

Progress Measured By: Quarterly Action Plan Update Meeting conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

HR CORPORATE GOAL C: We will be recognized by our customers as being a "Quality" organization by emphasizing customer satisfaction, employee satisfaction, and improved partnerships.

Supportive Program Commitments from the Office of Human Resources:

1. Become a recognized leader in using Quality Management (QM) principles to improve HR services and programs. (All of HR-3)

Strategies:

- Use MB criteria as a road map to success.
- Use EQA to track progress and measure improvement.
- Identify improvement initiatives annually based on EQA feedback reports and/or self-assessments.
- Implement and enhance systems that effectively disseminate quality related information throughout the Department.

Metrics:

- Improve MB self-assessment or EQA scores (through active participation on Criteria Teams).
- Increase positive responses by 5% to questions on employee survey concerning HR leadership using QM principles.
- Increase number of team awards recognizing quality efforts.

2. Continue to meet or exceed customer needs and expectations. (All of HR-3)

Strategies:

- Conduct annual customer satisfaction surveys.
- Develop action plan to address survey results.
- Improve customer satisfaction.
- Increase customer trust by involving them in the Human Resources planning process.
- Partner with our customers to develop HR practices that meet customer needs.
- Include customer representatives in the review of HR-3 planning and budgeting

process.

- Continually improve the quality of our support and customer service by providing accurate and timely information and assistance on human resource and personnel programs and processes administered by the Office of Human Resources.
- Establish expectations with respect to services provided so that our customers can gauge our progress.

Metrics:

- Increase customer satisfaction by 5% per year over previous year survey results for overall HR and key products and services.
- Achieve a 92% or higher customer satisfaction rate by FY 2000.
- Conduct customer focus group meetings starting in the third quarter of FY 1998.
- Provide the FY 1998 HR-3 Action Plan to our customers for their review.
- Develop and implement Customer Service Standards in all major human resource program areas by May 1998. Service Standards will reflect our commitment to responsiveness, timeliness and effectiveness.

Progress Measured By: Quarterly Action Plan Update Meetings conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

HR CORPORATE GOAL D: We will enhance the effectiveness, well being, and satisfaction of HR employees.

Supportive Program Commitments from the Office of Human Resources:

1. Align our workforce with organizational goals, commitments, and priorities. (All of HR-3)

Strategies:

- Develop, assess, and implement a unified approach to fill organizational skill gaps that combines training, reassignments, promotions, hiring, reengineering processes, and/or redesigning jobs.
- Conduct benchmarking/comparison of skills assessment methods, develop guidance by July 1998, and provide ongoing assistance and guidance to HR organizations.

Metrics:

- Increase by 5% each year employee satisfaction with job structure and self-directed responsibilities.
- Increase by 5% each year customer satisfaction with timeliness and quality of products/services.

Progress Measured By: Quarterly Action Plan Update Meeting conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

2. Model a learning organization. (All of HR-3)

Strategies:

- Capture individual learning needs in new or revised Individual Development Plans (IDPs) that reflect organizational skills assessments and individual preferences and evaluate effectiveness of IDPs each year.
- Develop annual HR training plan and evaluate plan implementation.
- Employ a variety of individual learning strategies including job rotations, special assignments, mentoring, learning teams, and self-development.
- Establish an HR-3 Mentoring Program.

Metrics:

- 100% of employees have new or revised IDPs in place each year.
- Effectiveness of IDPs increases each year, based on employee satisfaction survey results.
- Top 2 to 5 organizational training priorities identified in the annual training plans are met each calendar year.
- Plan and implement one new organizational learning strategy by each organization and evaluate for effectiveness.
- Establish at least 15 HR-3 mentor/mentee arrangements by June 1998.

Progress Measured By: Quarterly Action Plan Update Meeting conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

3. Establish a consistent and reliable system to support and monitor levels of employee well-being and satisfaction. (All of HR-3)

Strategies:

- Develop an effective Communications Program.
- Review and report indicators of employee well being and satisfaction annually.
- Conduct annual employee satisfaction survey and prepare an action plan to address the top two or three areas of employee concerns.

Metrics:

- Increase of 5% in employee satisfaction rate with communication of information.
- Track data trends of employee well-being and satisfaction annually.
- Address top two or three areas of employee concerns; show improvement from previous year survey.

Progress Measured By: Quarterly Action Plan Update Meetings conducted by the HR-3 Leadership Team, and oral and written reports on status of completing commitments.

Office of Human Resources (HR-3) Customer Service Standards

We are committed to being responsive to customer needs and to the highest quality of service. The following Customer Service Standards, which were developed by HR-3 employees, reflect that commitment.

A. Organizational Changes

1. All notifications of organization changes and restructuring will have organization codes assigned within seven working days of receipt by the Organization and Staffing Management Team (HR-324), unless notified by HR-324.
2. HR-324 staff will contact the organization's appropriate official within one working day of receipt of an organization change if there are issues involved in the restructuring or if more information is needed to complete processing.
3. Changes to organization codes will be forwarded to Information Management (HR-4) within 5 days of receipt of an organization change (HR-4 will input organizational code changes into the automated payroll/personnel system).
4. Organization charts reflecting approved organization changes will be updated within thirty (30) days of receipt in HR-324.
5. A centralized repository for mission and function statements will be maintained; this information will be made available within one (1) business day of request.

B. Health-Related Seminars

1. In order to further an effort to support organizations in coping with changes, the Dependant and/or Health Care Services and the Employee Assistance Program will schedule at least two seminars/workshops per year to assist employees and managers in those organizations.

C. Personnel Services

1. HQ Classification/Employment Services (HR-352) will make every reasonable effort to fill vacancies within 90 days of receipt of request from the Customer. Some actions, such as internal reassignments, may take substantially less time; others involving external recruitment and actions for which panel action is necessary, may take longer, but the benchmark will be 90 days.
2. HR-352 will keep Program Offices regularly informed of the status of recruit actions through status reports, staff visits, and other methods of information exchange
3. Every effort will be made to effect noncompetitive career-ladder promotions the same pay period in which received.
4. Position classification actions requiring a desk audit will be completed within 30-60 days of receipt by HR-352. Actions involving substantive disagreement over grade-levels may take longer. Care will be taken to assure that information upon which classification decisions are made are articulated to management.

D. Retirements

1. Employees can expect that retirement estimates will be completed within 10 work days of receipt, unless the employee agrees to later time frames.

E. Labor Relations

1. Guidance on the application or interpretation of provisions of any collective bargaining agreement will be provided within 24 hours of a request for information or interpretation; where substantive research is required, within 3 to 5 work days.

F. Training

1. Course information on Office of Training and HR Development (HR-31) training will be entered into the Departmental Training Information System a minimum of 60 days prior to the course start date.
2. In the event of a course cancellation, participants will be provided no less than two weeks cancellation notice.
3. In the event that the HR-31 training mission requires use of HR-31 training rooms already reserved by other organizations, we will notify that organization 24 hours in advance and assist them in finding other suitable space or rescheduling.

G. Executive Services

1. SES Opportunity Announcements will be drafted for review within 5 work days after receipt in Executive and Technical Resources (HR-351) or approval of the ERB, whichever is appropriate. Applications will be ready for rating panel review within 20 work days after the closing date. Referral lists will be prepared within 5 work days of the completion of the panel process.
2. Qualifications Review Board packages will be ready for forwarding to the Office of Personnel Management within 5 work days of ERB approval of the selection if the requestor provides a complete package.

H. Processing Services

1. New employees will generally be entered on duty each Monday. We will remind new employees who haven't submitted their Health Benefits election form within their first 10 days of employment that they have only 30 days from their entrance on duty to make such an election.
2. Employees can expect SF-50s (Notifications of Personnel Actions) to be distributed to them within 30 calendar days of the effective date of the action.
3. Requests for review of Official Personnel Folders (OPFs) will be handled promptly. Employees will be able to review their OPFs within 24 hours of their request. In most cases, employees will review their OPF on the day they request it. For employees in geographically dispersed locations, copies of OPFs will be mailed within 24 hours of their request.

Office of Human Resources

Commitment Linkages

Commitments	Office Point of Contact	LINKAGES			
		DOE/SP	S-1 PA	HR-1 PA	HR SP
Manage/execute comprehensive training/education programs	Steve Young, HR-31 (202) 426-1322	X	X	X	Goal-A
Streamline, automate and reengineer HR systems	Bud Hardison, HR-35 (202) 586- 8591	X	X	X	Goal-A
Assist Departmental management in improving workforce diversity and quality of work life	Frank Dicostanzo, HR-32 (202) 586- 8695	X	X	X	Goal-A
Align staffing to Departmental SAI Goals	Steve Garvey, HR-32 (202) 586-6346	X	X	X	Goal-A
Bring DOE and HR to new levels of commitment to volunteer service	Neil Schuldenfrei, HR-3.3 (202) 586-5687			X	Goal-A
Provide timely and effective tools, services and information to Dept organizations	Frank Dicostanzo, HR-32 (202) 586- 8695				Goal -B
Incorporate and support HR Strategic goals in Headquarters and Executive Personnel Services	Bud Hardison, HR-35 (202) 586- 8591				Goal -B
Become a recognized leader in Quality Management principles	Stephanie Diamond, HR-3.3 (202) 586-8472				Goal-C
Continue to meet and/or exceed customer needs and expectations	Carrie Morgan, HR-3.3 (202) 586-6807				Goal-C
Align workforce with organizational goals, commitments and priorities	Steve Young HR-31 (202) 426-1322				Goal-D
Model a learning organization	Gerald Venanzi, HR-3.3 (202) 586-0215				Goal-D
Establish a consistent and reliable system to monitor levels of employees well-being and satisfaction	Carrie Morgan, HR-3.3 (202) 586-6807				Goal-D